# Leader Book


# Safety Insert

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## The United States Army Combat Readiness Center Mission

**To prevent the accidental loss of America's most precious resources – its sons and daughters – and to conserve our materiel resources, the Army operates one of the largest, most comprehensive safety programs in the world. The program is designed to create safe air and ground operations and to promote safe practices by military and civilian personnel both on and off duty. The Army Combat Readiness Center synchronizes efforts across the Army's major commands and the Army staff during the development and day-to-day management of safety policies while commanders, the owners of the Army Safety Program, execute those policies and procedures at the unit level.**

https://safety.army.mil



## Army Safety Campaign Plan

**The Department of the Army will implement a new Safety Campaign Plan effective immediately. Commanders and staffs at every level will operate within its framework, with the goal of reducing preventable accidents by at least 50% by the end of FY05. Our Soldiers are too valuable to the Army and their families to take any chances with their safety. Each life saved, each serious injury avoided, and each piece of equipment undamaged may be the deciding factor in a battle in the Global War on Terrorism. This Be Safe! Campaign Plan outlines the goals established for the Army.**

**https://safety.army.mil**


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## ASMIS1 Risk Assessment Tool

**This tool is designed to be completed for all planned trips outside the immediate local area when you are going on leave or pass. It will help you plan your trip prior to departure and ensure it has been planned sufficiently (allowances for time, rest stops, alternate drivers, and anticipated weather conditions) to get safely to your destination and back. The Secretary of Defense has directed a clear challenge for us: reduce the number of accidents by at least 50 percent over the next 2 years. This tool is designed to mitigate risks through knowledge and sharing.**

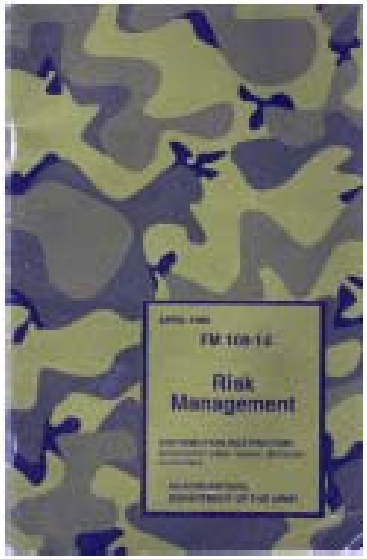
**https://safety.army.mil**



## Principles of Risk Management

**The basic principles that provide a framework for implementing the risk management process are –**

1. **Integrating risk management into mission planning, preparation, and execution.**
2. **Making risk decisions at the appropriate level in the chain of command.**
3. **Accepting no unnecessary risk.**

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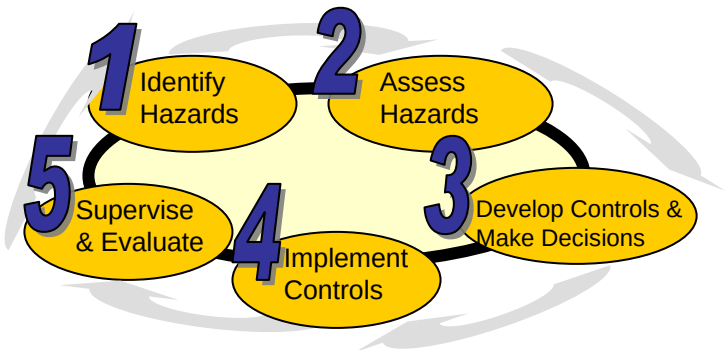
## The Risk Management Process

**Risk Management is the process of identifying and controlling hazards to protect the force.**

**Its five steps represent a logical and systematic thought process from which users develop tools, techniques and procedures for applying risk management in their areas of responsibility.**

**It is a continuous process applicable to any situation and environment.**






## The Risk Management Process

### Standard

**The standard for risk management is leadership at the appropriate level of authority making informed decisions to control hazards or accept risks. Leaders are responsible and accountable for assessing their operation as a total system and ensuring that planning, risk management decisions, and execution proactively identifies hazards, assesses the associated risks, and identifies control measures necessary to reduce the risks to the level commensurate with their commander's intent.**

**The degree of risk determines the level of acceptance decision authority. When resources to control a high risk are not available, the risk issue must be elevated to the next higher command. This process continues until the information is presented to the level of command that has the resources and authority to eliminate the hazard or control it to an acceptable level. In this manner, a conscious and informed decision is made to commit the resources to control the hazards or accept the risk.**

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## The Risk Management Process

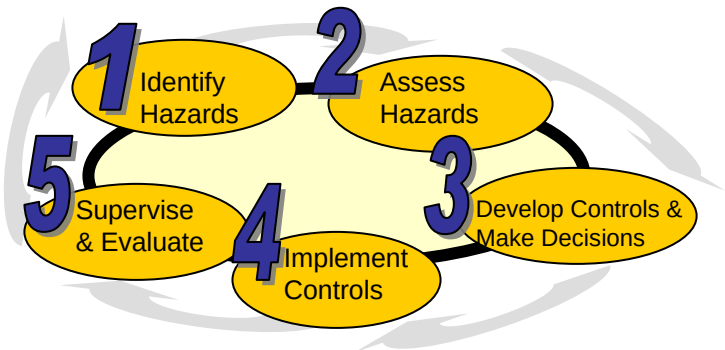
**Step 1 – Identify Hazards**

**Step 2 – Assess Hazards**

**Step 3 – Develop Controls and Make Risk Decisions**

**Step 4 – Implement Controls**

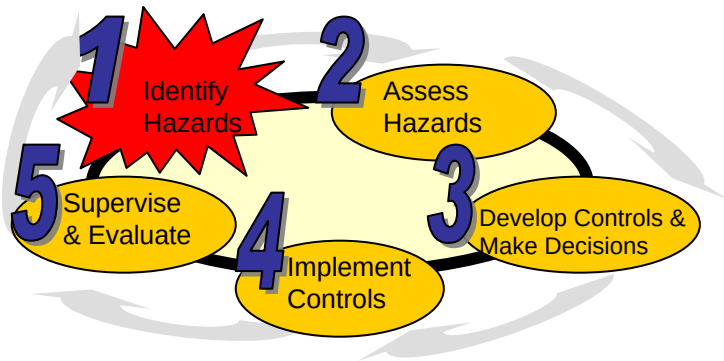
**Step 5 – Supervise and Evaluate**






## The Risk Management Process

**Step 1**




**Identify hazards to the force. Consider all aspects of current and future situations, environment, and known historical problem areas.**

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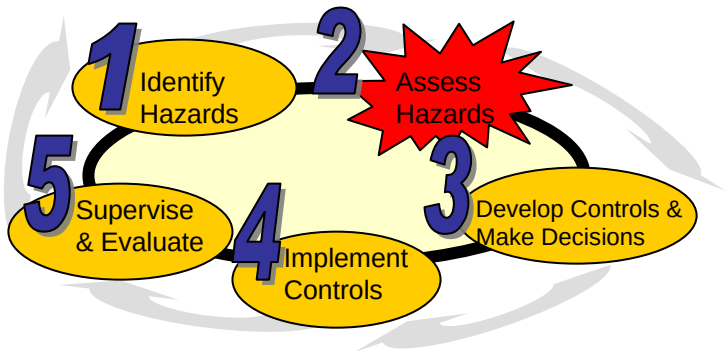
## The Risk Management Process

## Step 2




**Assess hazards to determine risks. Assess the impact of each hazard in terms of potential loss and cost based on probability and severity.**



## The Risk Management Process

### Assess Hazards

- **Probability – The likelihood that an event will occur.**
  - ✓**Frequent**
  - ✓**Likely**
  - ✓**Occasional**
  - ✓**Seldom**
  - ✓**Unlikely**

***RISK ASSESSMENT MATRIX***

E – Extremely High Risk
H – High Risk
M – Moderate Risk
L – Low Risk

| SEVERITY | PROBABILITY | | | | |
|---|---|---|---|---|---|
| | Frequently | Likely | Occasional | Seldom | Unlikely |
| CATASTROPHIC | E | E | H | H | M |
| CRITICAL | E | H | H | M | L |
| MARGINAL | H | M | M | L | L |
| NEGLIGIBLE | M | L | L | L | L |

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## The Risk Management Process

### Assess Hazards

- **Severity – The expected consequence of an event in terms of degree of injury, property damage, or other mission-impairing factors.**
  - ✓**Catastrophic**
  - ✓**Critical**
  - ✓**Marginal**
  - ✓**Negligible**

***RISK ASSESSMENT MATRIX***

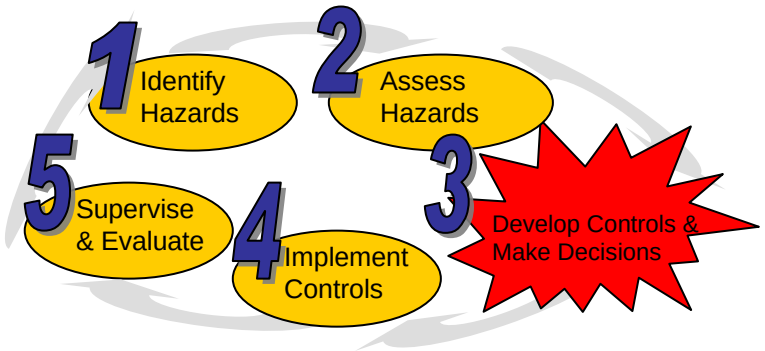
E – Extremely High
H – High Risk
M – Moderate Risk
L – Low Risk

| SEVERITY | PROBABILITY | | | | |
|---|---|---|---|---|---|
| | Frequently | Likely | Occasional | Seldom | Unlikely |
| CATASTROPHIC | E | E | H | H | M |
| CRITICAL | E | H | H | M | L |
| MARGINAL | H | M | M | L | L |
| NEGLIGIBLE | M | L | L | L | L |



## The Risk Management Process

### Step 3




**Develop controls and make risk decisions. Develop control measures that eliminate the hazard or reduce its risk. As control measures are developed, risks are re-evaluated until the residual risk is at a level where the benefits outweigh the cost. The appropriate decision authority then makes the decision**

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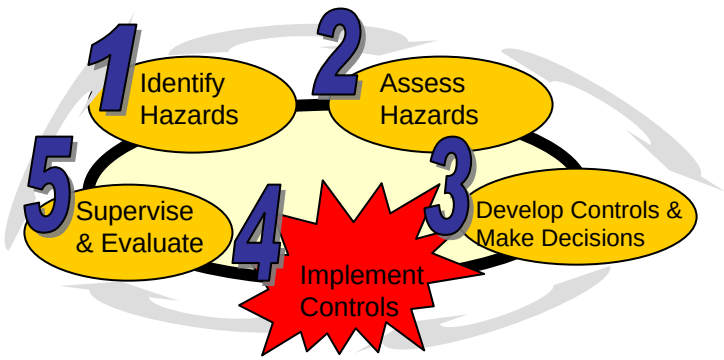
## The Risk Management Process

### Step 4

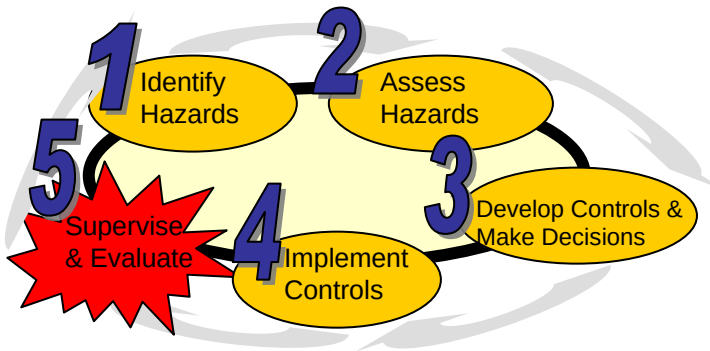



**Implement controls that eliminate the hazards or reduce their risks. Ensure the controls are communicated to all involved.**



## The Risk Management Process

### Step 5




**Supervise and evaluate. Enforce standards and controls. Evaluate the effectiveness of controls and adjust/update as necessary. Ensure lessons learned are fed back into the system for future planning.**

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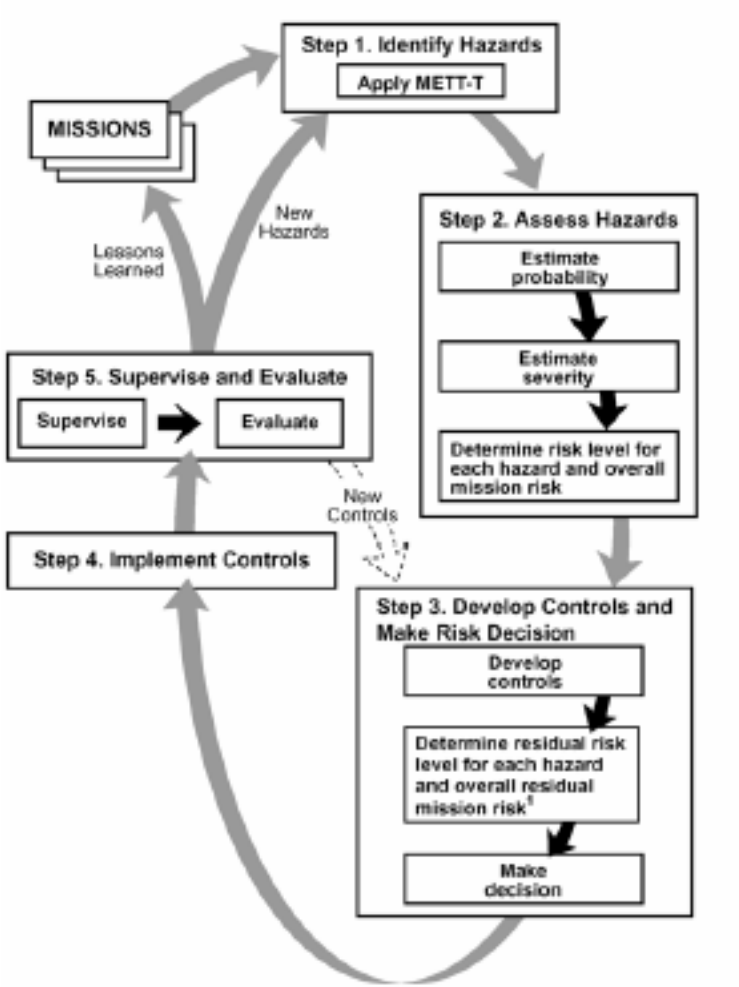
## Continuous Application of Risk Management




[1] As controls for hazards are identified and selected, the hazards are reassessed as in Step 2



## Army Accident

**An Army Accident is an accident that results in injury or illness to either Army or non-Army personnel, and/or damage to Army or non-Army property, as a result of Army operations (caused by the Army).**

**Army aviation accidents are reported on DA Form 2397 and Army ground accidents are reported on DA Form 285.**

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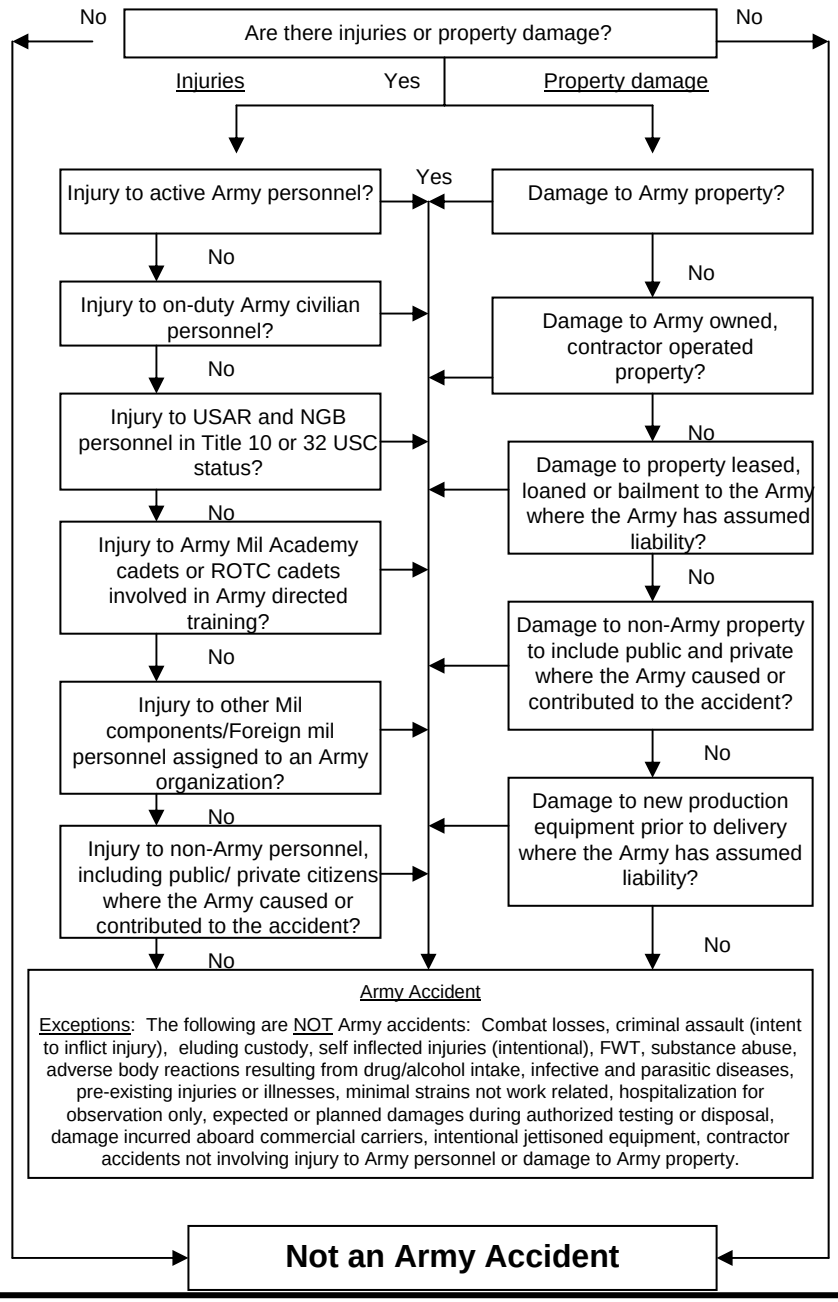
# Is it an Army Accident?






## Army Accident Classification

**A An Army accident in which the resulting total cost of property damage is $1,000,000 or more; an Army aircraft or missile is destroyed, missing, or abandoned; or an injury and/or occupational illness results in a fatality or permanent total disability.**

**B An Army accident in which the resulting total cost of property damage is $200,000 or more, but less than $1,000,000; an injury and/or occupational illness results in permanent partial disability, or when three or more personnel are hospitalized as inpatients as the result of a single occurrence.**

**C An Army accident in which the resulting total cost of property damage is $20,000 or more, but less than $200,000; a nonfatal injury that causes any loss of time from work beyond the day or shift on which it occurred; or a nonfatal occupational illness that causes loss of time from work (for example, 1 work day) or disability at any time (lost time case).**

**D An Army accident in which the resulting total cost of property damage is $2,000 or more but less than $20,000. Nonfatal injuries/illnesses (restricted work activity, light duty, or profile) will only be recorded in ASMIS in conjunction with recordable property damage accidents.**

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## Army Accident Classification

**E** **An Army aviation incident in which the resulting damage cost and injury severity do not meet the criteria for a Class A-D accident ($2,000 or more damage; lost time/restricted activity case). A Class E aviation incident is recordable when the mission (either operational or maintenance) is interrupted or not completed. Intent for flight may or may not exist. An example of a recordable Class E incident is: during a maintenance operational check (MOC) the engine quits. Examples of nonrecordable Class E incidents are: chip detector light illumination and the component is not replaced; mission interrupted/aborted because of weather, unless mission is canceled; failure of Fair Wear and Tear (FWT) items found on pre- or post-flight inspection; radio failure where radio is replaced; closing a door found open in flight.**

**F** **Foreign Object Damage (FOD) aviation incident (also known as Class F incident). Recordable incidents confined to aircraft turbine engine damage (does not include installed aircraft Auxiliary Power Units (APU)) as a result of internal or external FOD, where that is the only damage. These incidents will be reported using DA Form 2397-AB-R; check "F" in the "Accident Classification" block.**



## Army Accident Classification

**NOTES:** **When appropriate, it is the unit commander's responsibility to ensure that an SF 368, or EIR for Category II, or message for Category I is completed and forwarded to the appropriate agency per AR 750-6, DA Pam 738-750, or DA Pam 738-751. The USASC and the appropriate MACOM will be information addressees on all Category I EIRs and PQDRs.**

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## FM 3-0 Operations

**Protection is the preservation of the fighting potential of a force so the commander can apply maximum force at the decisive time and place. Protection is neither timidity, nor risk avoidance. The Army operates in tough, unforgiving environments where casualties occur. Full spectrum operations create an inherently tense relationship between accomplishing the mission and taking casualties. Accomplishing the mission takes precedence over avoiding casualties. However, soldiers are the most important Army resource, and excessive casualties cripple future mission accomplishment. Casualties from accident and disease are particularly galling. They contribute nothing to mission accomplishment and degrade unit effectiveness. Commanders are responsible for accomplishing the mission with the fewest friendly casualties feasible.**

**Protection has four components: force protection, field discipline, safety, and fratricide avoidance.**

- **Force protection, the primary component, minimizes the effects of enemy firepower (including weapons of mass destruction (WMD)), maneuver, and information.**
- **Field discipline precludes losses from hostile environments.**
- **Safety reduces the inherent risk of nonbattle deaths and injuries.**
- **Fratricide avoidance minimizes the inadvertent killing or maiming of soldiers by friendly fires.**



## FM 3-0 Operations

### Force Protection

**Force protection consists of those actions taken to prevent or mitigate hostile actions against DOD personnel (to include family members), resources, facilities, and critical information. These actions conserve the force's fighting potential so it can be applied at the decisive time and place and incorporates the coordinated and synchronized offensive and defensive measures to enable the effective employment of the joint force while degrading opportunities for the enemy. Force protection does not include actions to defeat the enemy or protect against accidents, weather, or disease. It includes air, space, and missile defense; nuclear, biological, and chemical defense; antiterrorism; defensive information operations; and security to operational forces and means. The increased emphasis on force protection at every echelon stems from the conventional dominance of Army forces. Often unable to challenge the Army in conventional combat, adversaries seek to frustrate Army operations by resorting to asymmetric means, weapons, or tactics.**

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## FM 3-0 Operations

**Force protection counters these threats. Force protection at all levels minimizes losses to hostile action. Skillful and aggressive counterintelligence and threat assessments decrease the vulnerability of friendly forces. Effective operations security (OPSEC) keeps adversaries from exploiting friendly information. Proper dispersion helps reduce losses from enemy fires and terrorist action. Camouflage discipline, local security, and field fortifications do the same. Protection of electronic links and nodes, to include combat troops with electronic devices, is vital to protecting information, information systems, and soldiers. At the operational level, rear area and base security contributes to force protection. Air defense artillery forces protect installations and civilian populations from over-the-horizon strikes by conventional warheads and WMD. Army air and missile defense units complement the air component's control of the air. Nuclear, biological, and chemical (NBC) defense measures provide the capability to sustain operations in nuclear, biological, or chemical environments.**



## FM 3-0 Operations

**Field Discipline**

**Field discipline, a second component of protection, guards soldiers from the physical and psychological effects of the environment. Oppressive environments can sap soldier strength and morale far more quickly than enemy action. Soldiers can adapt to the point that they outperform indigenous populations; however, this adaptation can only stem from training in fieldcraft skills and thorough preparation. Commanders take every measure and precaution to keep soldiers healthy and maintain their morale. Such actions include securing equipment and supplies from loss or damage. Commanders ensure systems are in place for adequate combat health support (to include preventive medicine) and the quick return of minor casualties. They provide effective systems for maintenance, evacuation, and rapid replacement or repair of equipment. Tactical commanders take care of their soldiers' basic health needs and prevent unnecessary exposure to debilitating conditions.**

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## FM 3-0 Operations

### Safety

**Safety is a third component of protection. Operational conditions often impose significant risks to soldiers' lives and health and make equipment operation difficult. Trained crews and operators must know the capabilities and limitations of their weapons systems. Commanders must know how to employ them. In designing operations, commanders consider the limits of human endurance. They balance the possible benefits of sustained, high-tempo operations with the risks involved. In combat, fatigue extends reaction times and reduces alertness. Fatal accidents, loss of combat power, and missed tactical opportunities may follow. Command attention to safety and high levels of discipline lessen those risks, particularly as soldiers become exhausted. Safe operations come from enforcing standards during training. While taking calculated risks is inherent in operations, commanders are obligated to embed safety in the conduct of all operations.**



## FM 3-0 Operations

### Fratricide Avoidance

**Fratricide is the unintentional killing or wounding of friendly personnel by friendly firepower. The destructive power and range of modern weapons, coupled with the high intensity and rapid tempo of combat, increase the potential for fratricide. Tactical maneuvers, terrain, and weather conditions may also increase the danger of fratricide. Commanders seek to lower the probability of fratricide without discouraging boldness and audacity. Good leadership resulting in positive weapons control, control of troop movements, and disciplined operational procedures contributes to achieving this goal. Situational understanding and using friendly personnel and vehicle identification methods also help. Eliminating fratricide increases soldiers' willingness to act boldly, confident that misdirected friendly fires will not kill them.**

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# FORSCOM Noncommissioned Officer Safety Campaign

**Stop** before you act, don't rush into a situation or mission without considering the risks against the benefits.

**Think** about what you are about to do, what is the right way to safely accomplish the task.

**Observe** the situation and surrounding environment. What are the risks? How can I reduce them?

**Plan**. Develop your plan to reduce the risks and decide how to best implement the plan.

**Proceed** with Safety. Supervise continuously and constantly look for ways to improve.


https://freddie.forscom.army.mil/safety/



## References


DODI 6055.4, DoD Traffic Safety Program, 20 July 1999

AR 385-10, Safety, The Army Safety Program, 29 February 2000

AR 385-40, Safety, Accident Reporting and Records, 1 November 1994

AR 385-55, Safety, Prevention of Motor Vehicle Accidents, 12 March 1987

AR 385-63, Safety, Range Safety, 19 May 2003

AR 385-64, Safety, U.S. Army Explosives Safety Program, 1 February 2000

AR 600-55, Personnel – General, The Army Driver and Operator Standard-ization Program (Selection, Training, Testing, and Licensing), 31 December 1993

DA PAM 385-40, Safety, Army Accident Investigation and Reporting, 1 November 1994

DA PAM 385-1, Safety, Small Unit Safety Officer-NCO Guide, 29 November 2001


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## References

**FCR 385-1, Forces Command Safety Program, w/c 4, 31 March 1998**

**AGAR Use and Preparation Guide, November 2003**

**FM 100-14, Risk Management, 23 Apr 1998**



## DA PAM 385-1, Safety, Small Unit Safety Officer-NCO Guide

### The Unit Safety Program.

Safe Operations start with unit readiness. Readiness depends on the ability of a unit to perform its mission-essential task list (METL) to standard. Ready units have self-disciplined soldiers who consistently perform to standard; leaders who are ready, willing, and able to enforce standards; training that provides skills needed for performance to standards; standards and procedures for task performance that are clear and practical; and support for task performance, including required equipment, maintenance, facilities, and services.

Performing to standard is one of the key steps in preventing accidents. However, each leader must be aware that written standards may not exist for every task. High-risk tasks must be identified and reviewed to ensure that adequate standards exist and that unnecessary risks are eliminated. It is the leader's responsibility to ensure standards are enforced and unnecessary risks are not taken.


When safety is fully integrated in a unit, soldier errors, equipment breakdowns, and the negative effects of the operating environment are kept to a minimum.

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## FM 100-14, Risk Management


FM 100-14 applies across the wide range of Army operations. It explains the principles, procedures, and responsibilities to successfully apply the *risk management process* to conserve combat power ad resources. The manual applies to both Army and civilian personnel during all Army activities, including joint, multinational, and interagency environments.

The manual is intended to help commanders, their staffs, leaders, and managers develop a framework to make risk management a routine part of planning, preparing, and executing operational missions and everyday tasks. This framework will allow soldiers to operate with maximum initiative, flexibility, and adaptability. Although the manual's prime focus is the operational Army, the principles of risk management apply to all Army activities.

Army operations – especially combat operations – are demanding and complex. They are inherently dangerous, including tough, realistic training. Managing risks related to such operations requires educated judgment and professional competence. The risk management process allows individuals to make informed, conscious decisions to accept risks at acceptable levels.

This manual is not a substitute for thought. Simply reading it will not make one adept in building protection around a mission. Soldiers should compare the doctrine herein against their own experience and think about why, when, and how it applies to their situation and area of responsibility. If the doctrine herein is to be useful, it must become second nature.



## Safety Links

FORSCOM Safety
https://freddie.forscom.army.mil

Motorcycle Safety Foundation
http://www.msf-usa.org/

U.S. Army Center for Health Promotion and Preventive Medicine
http://chppm-www.apgea.army.mil

National Safety Council
http://www.nsc.org

Buckle Up America
http://www.buckleupamerica.org

U.S. Army Combat Readiness Center
https://crc.army.mil/home

Occupational Safety and Health Administration (OSHA) http://www.osha.gov

Material Safety Data Sheets
http://www.msds.com

*A special thank you to Mr. Frank Partyka, 1 BCT, 4ID for developing this guide.*

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